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THERE ARE A NUMBER OF SIGNIFICANT IMPROVEMENT OPPORTUNITIES

- We have used 3 criteria to prioritize the improvement opportunities for the NYPD:
 - The degree to which there was an **actual deficiency** on 9/11
 - The degree to which the area is **important** to fulfilling the disaster response objectives of the NYPD in future emergencies
 - The **ease** (cost and effort) of making the necessary improvements
- We have identified 20 improvement opportunities that require attention, and we regard six of these as highest priority
- While immediate priority should be given to these six critical areas, we believe that all 20 improvement opportunities are sufficiently important and interconnected to be addressed as well

IMPROVEMENT OPPORTUNITIES

Critical opportunities in bold

NYPD emergency instruments



Communications

Personnel

**Logistics/
Equipment**

Intelligence

Training

Planning

Improvement opportunity	Desired outcomes
<p>1. Clearer delineation of roles and responsibilities of key NYPD leaders</p>	<ul style="list-style-type: none"> • Pre-assigned roles for NYPD leaders • Strategic distribution of leadership across incident site, headquarters, and other locations • Balance between planning and flexibility
<p>2. Better clarity in the chain of command</p>	<ul style="list-style-type: none"> • Visible operational leader identified early and clearly to command NYPD response • Clear reporting lines with no gaps or duplication of activities • Field commanders operating in unison rather than isolation
<p>3. Improved utilization of Command Center</p>	<ul style="list-style-type: none"> • High level of awareness of location and movement of virtually all NYPD resources at all times • Routine coordination of activities of field commanders through Command Center
<p>4. More effective command post operations</p>	<ul style="list-style-type: none"> • Sensible location of command posts near incident site but away from danger zone • Frequent field updates on command post locations • Effective coordination of activities between posts

IMPROVEMENT OPPORTUNITIES

Critical opportunities in bold

NYPD emergency instruments

Operational Command

Communications

Personnel

Logistics/ Equipment

Intelligence

Training

Planning

Improvement opportunity

Desired outcomes

5. Radio communications protocols and procedures that optimize information flow

- Excellent radio discipline by all MOS
- Minimal clutter
- Override capability for critical information

6. More effective landline communications

- Sufficient redundancy built into Command Center, Metrotech, 1 Police Plaza, and other key NYPD locations
- Contingency plans in case of landline failures

7. Improved robustness of mobile communications

- Emergency responders able to successfully utilize cellular and satellite phones despite potential citywide surges in usage
- Alternative mobile technologies employed

8. Improved robustness and integrity of radio infrastructure and 911 system

- Sufficient redundancy built into radio system and Metrotech to handle large-scale disaster
- Operational backup site for Metrotech

IMPROVEMENT OPPORTUNITIES

Critical opportunities in bold

NYPD emergency instruments

Operational Command

Communications

Personnel

Logistics/ Equipment

Intelligence

Training

Planning

Improvement opportunity

Desired outcomes

9. More effective mobilization of MOS

- Immediate response to mobilization points – not incident site
- Only one or two mobilization points
- Quick notification of mobilization point routes and locations
- Immediate accounting and tasking of MOS

10. More efficient personnel management with respect to off-duty mobilizations and 12-hour tours

- Sufficient reserves held to respond 18-24 hours into disaster
- Mobilization guidelines regarding off-duty recall carefully followed

IMPROVEMENT OPPORTUNITIES

Critical opportunities in bold

NYPD emergency instruments

Operational Command

Communications

Personnel

Logistics
Equipment

Intelligence

Training

Planning

Improvement opportunity

Desired outcomes

11. More efficient provisioning and distribution of emergency/donated equipment

- Seamless vendor relationships to ensure fast procurement of emergency equipment
- Suitable staging areas and distribution sites designated in each patrol borough
- Predetermined locations for and distribution of donated equipment
- Better communication to public regarding needed equipment
- Improved resource tracking system

12. Adequate emergency equipment for response in NYPD inventory

- Personal protective equipment including goggles, respirators, and gloves readily available to responders
- Specialized equipment (e.g., thermal imaging, portable fencing) immediately available

IMPROVEMENT OPPORTUNITIES

Critical opportunities in bold

NYPD emergency instruments

Operational Command

Communications

Personnel

Logistics/ Equipment

Intelligence

Training

Planning

Improvement opportunity

Desired outcomes

13. Intelligence shared more fluidly with other law enforcement agencies

- Rapid prioritization and dissemination of critical information to initial responders
- Regular briefings for MOS at incident site on situation, NYPD objectives, and strategy
- MOS rank and file throughout city kept informed about incident, NYPD strategy and terrorist threat levels

14. Information disseminated better to those who need it

- Capability in place to filter, verify and broadcast critical information over all NYPD radio frequencies instantaneously
- Information assessment function built into response plan

15. Incident documentation and analysis conducted as event unfolds

- Incident information centrally collected, analyzed, and utilized to improve real time response

IMPROVEMENT OPPORTUNITIES

Critical opportunities in bold

NYPD emergency instruments

Operational Command

Communications

Personnel

Logistics/ Equipment

Intelligence

Administrative

Planning

Improvement opportunity

Desired outcomes

16. Counter-terrorism training provided regularly across Department

- MOS across all ranks well-versed in terrorist tactics and operations (e.g., false documentation, bomb materials)
- Counter-terrorism knowledge codified and disseminated regularly throughout NYPD
- Innovative methods used to train MOS

17. Frequency and format of training better suited to disaster response situations

- Live simulations, interactive drills utilized regularly across all ranks
- Various modes of training studied, with less effective forms of training phased out

IMPROVEMENT OPPORTUNITIES

Critical opportunities in bold

NYPD emergency instruments

Operational Command

Communications

Personnel

Logistics/ Equipment

Intelligence

Training

Planning

Improvement opportunity

Desired outcomes

18. **Comprehensive disaster response plan, with significant terrorism component**

- Anti-terrorism objectives clearly laid out and prioritized
- NYPD response procedures codified in terms of command, personnel, communications, equipment and intelligence

19. Post-incident analysis conducted

- Comprehensive assessment conducted within first weeks of incident as a matter of course
- Lessons from incident quickly integrated

20. Workable plans in effect for protection of sensitive locations

- Plans calling for short, prioritized list of sensitive locations
- Assessments conducted for actual security benefits of maintaining fixed posts at each location

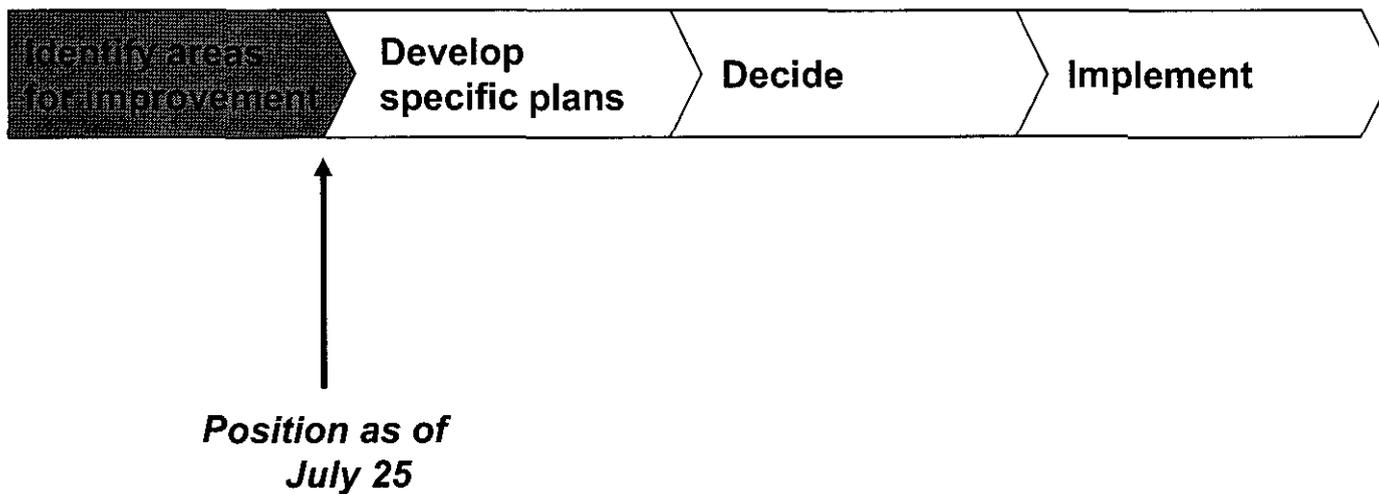
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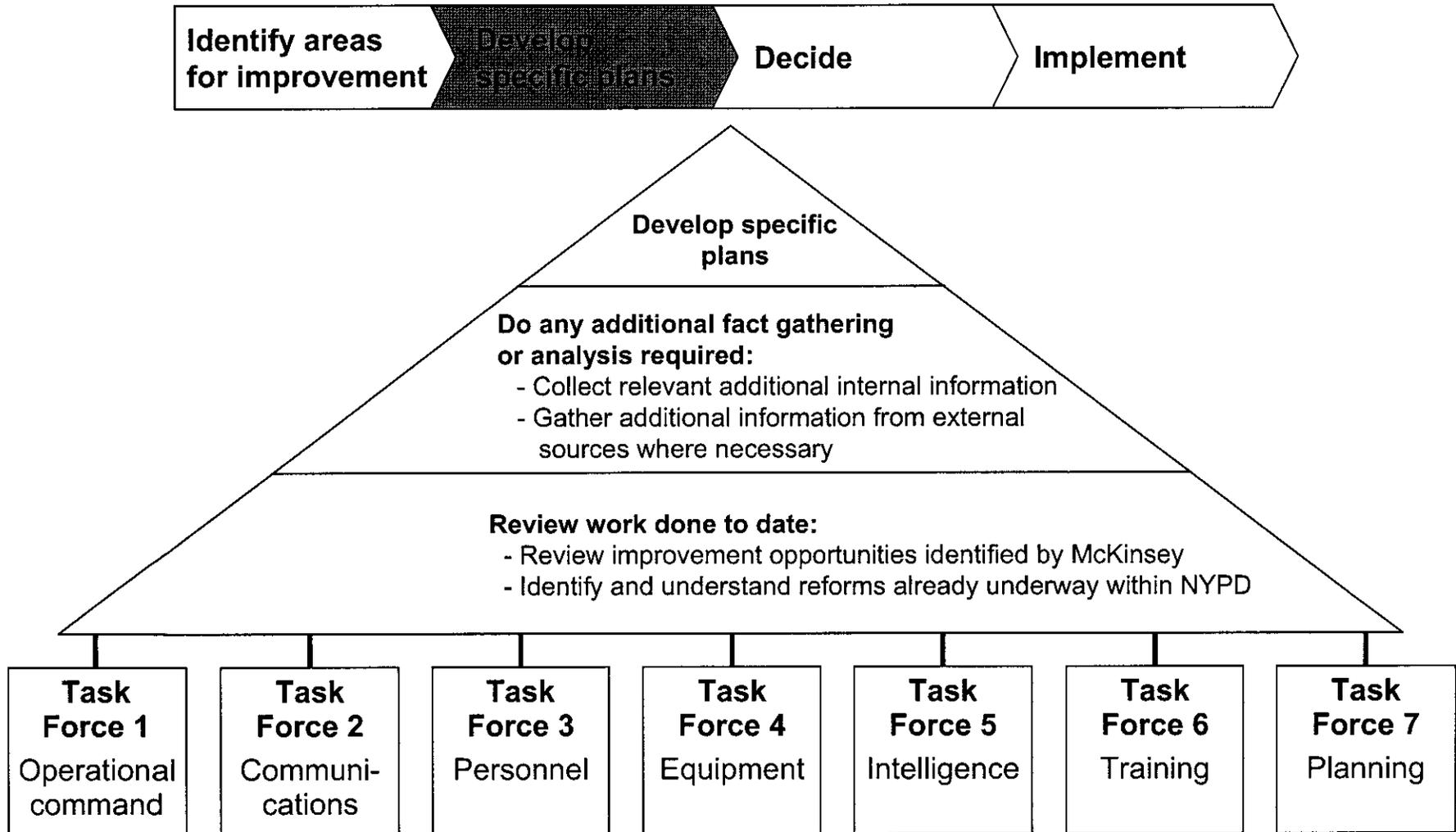


- **Next steps**
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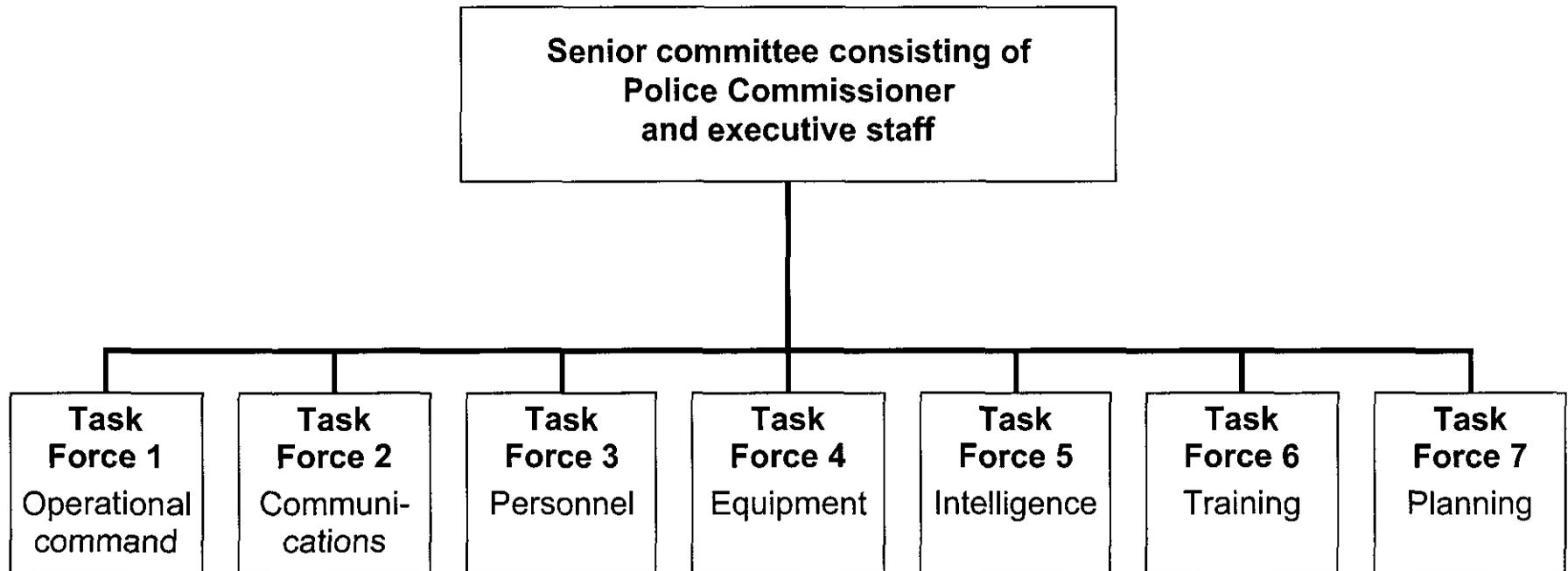
MORE WORK IS REQUIRED TO CONVERT IMPROVEMENT OPPORTUNITIES INTO ACTION



TASK FORCES WILL BE CREATED FOR EACH AREA OF IMPROVEMENT TO FORMULATE RECOMMENDATIONS



EXECUTIVE STAFF WILL EXAMINE AND DECIDE ON RECOMMENDATIONS

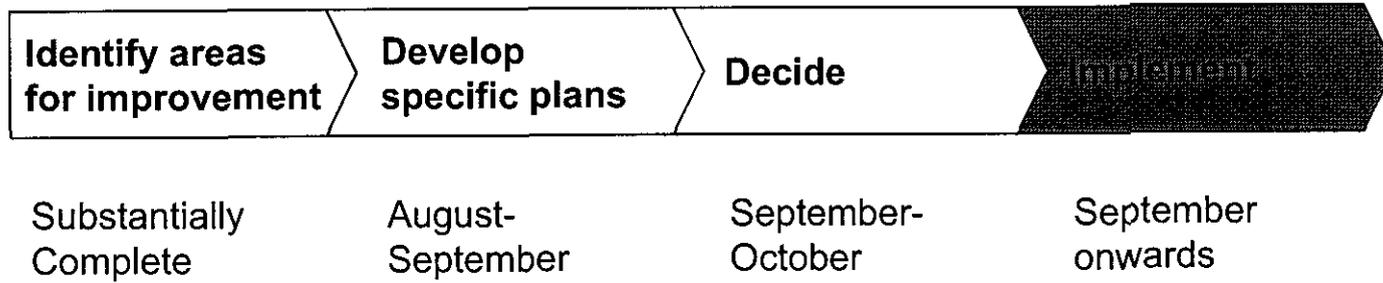


DECISIONS WILL BE IMPLEMENTED



- Communicate decisions to MOS
- Assign implementation of decisions to operational units with ongoing responsibility
- Consult with operational units and collect feedback on recommendations
- Create procedures for continual review of implementation

TIMING



INTERAGENCY COORDINATION IS A SECOND IMPORTANT NEXT STEP

Next step #1



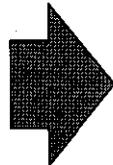
Next step #2



- The focus of our review has been to analyze the internal challenges to the NYPD in achieving an effective disaster response
- However, solving all internal improvement opportunities will not, by itself, be enough
- Interagency coordination will necessarily play a vital role in any effective response of the NYPD and the city

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CHRONOLOGY (1)

	08:46	08:55	09:02
Events	<ul style="list-style-type: none"> 08:46 Flight AA11 crashes into WTC1 between 85th and 90th floors 		
Rescue	<ul style="list-style-type: none"> 08:52 Aviation 14 arrives at scene and examines possibility of roof rescue 	<ul style="list-style-type: none"> NYPD begins evacuating civilians from WTC area 	<ul style="list-style-type: none"> 08:56 ESU sends team to meet helicopters for possible roof rescue 08:59 First ESU team enters WTC1
Transportation	<ul style="list-style-type: none"> Main highways in lower Manhattan closed except to emergency vehicles 		<ul style="list-style-type: none"> HOV lanes of major routes to lower Manhattan designated emergency vehicles only
Site security			
Investigation			
Citywide security	<ul style="list-style-type: none"> 08:54 PAPD notified to shut down all PATH tunnels and trains 		
Operational command	<ul style="list-style-type: none"> 08:52 Truck 1 establishes ESU CP at Church/Vesey 	<ul style="list-style-type: none"> Chief of Dept. (CoD) arrives at Church/Vesey 	<ul style="list-style-type: none"> First Deputy Comm. (FDC) arrives at Church/Vesey
Communications	<ul style="list-style-type: none"> 30 extra Metrotech staff assigned to 911 calls. Many calls are received from people trapped in WTC 		<ul style="list-style-type: none"> 09:00 ESU ordered to go to Tactical Channel 'G'
Personnel	<ul style="list-style-type: none"> 08:47 Level 1 mobilization called; Level 3 mobilization called 8 seconds later 	<ul style="list-style-type: none"> 08:54 All ESU units advised to respond to Church/Vesey 	<ul style="list-style-type: none"> 08:58 CoD calls Level 4 mobilization 09:01 1st and 5th Pct. XOs advise new mobilization point at Vesey/West
Logistics/equipment	<ul style="list-style-type: none"> Responding ESU units bring rescue equipment to WTC 		
Intelligence			

CHRONOLOGY (2)

	09:03	09:16	09:29		
Events	<ul style="list-style-type: none"> 09:03 Flight UA175 crashes into WTC2 between 80th & 85th floors 				
Rescue	<ul style="list-style-type: none"> 09:06 CoD orders that no aerial rescue is to be attempted 		<ul style="list-style-type: none"> 09:26 ESU units set up at Vesey/West and prepare to enter towers 		
Transportation	<ul style="list-style-type: none"> Subways closed within first few minutes of second strike 		<ul style="list-style-type: none"> 09:21 All bridges and tunnels into NYC closed for emergency vehicles only 		
Site Security	<ul style="list-style-type: none"> Manhattan South begins to establish perimeter 2 blocks around WTC 				
Investigation					
Citywide security	<ul style="list-style-type: none"> 09:05 CoD issues Condition Omega alert & puts security plan for 1 Police Plaza into effect 	<ul style="list-style-type: none"> 09:09 NY airports suspend operations 	<ul style="list-style-type: none"> Chief of IAB musters MOS from 1PP and assigns them to perimeter and traffic duty 	<ul style="list-style-type: none"> 09:18 Evacuation of Empire State & gov't. buildings begins 	<ul style="list-style-type: none"> Omega sites around city receive special protection
Operational Command	<ul style="list-style-type: none"> Mayor and PC go to 75 Barclay Street 	<ul style="list-style-type: none"> 09:07 PC orders command post to be set up at Barclay Street 	<ul style="list-style-type: none"> 09:09 CoD updates Mayor & PC at Barclay Street 	<ul style="list-style-type: none"> Chief of Patrol begins to set up command post at Vesey/West 	
Communications	<ul style="list-style-type: none"> 09:11 Back-up transmitter for Citywide channel put in service in anticipation of potential problem with primary transmitter on WTC1 				
Personnel	<ul style="list-style-type: none"> 09:03 Level 4 mobilization transmitted on Citywide 1 	<ul style="list-style-type: none"> 09:05 Operations Unit sets South/Pike as mobilization point for Patrol Units 		<ul style="list-style-type: none"> 09:22 ESU requests mobilization of off-duty personnel 	
Logistics/ equipment	<ul style="list-style-type: none"> Command post vehicles arrive at site 				
Intelligence	<ul style="list-style-type: none"> FDC and CoD receive briefing from FBI officer at Church/Vesey 				

CHRONOLOGY (3)

	09:30	09:59	10:28
Events	<ul style="list-style-type: none"> 09:44 Flight AA77 crashes into Pentagon 	<ul style="list-style-type: none"> 09:45 White House and Capitol evacuated 	<ul style="list-style-type: none"> 09:59 WTC2 collapses 10:10 Flight UA93 crashes 80 miles east of Pittsburgh
Rescue	<ul style="list-style-type: none"> 09:32 FDNY chief orders evacuation of WTC1 	<ul style="list-style-type: none"> 09:35 FDC orders no roof rescue to be attempted 	<ul style="list-style-type: none"> 40 ESU officers at CP; 2 teams in WTC1, 2 in WTC2, 5th in plaza 10:00 All ESU personnel ordered out of buildings
Transportation			<ul style="list-style-type: none"> 10:08 CoD orders absolutely no traffic into Manhattan
Site Security			
Investigation			<ul style="list-style-type: none"> Bomb Squad investigates suspicious packages
Citywide security	<ul style="list-style-type: none"> 09:34 Military aircraft arrive to enforce no-fly zone 	<ul style="list-style-type: none"> 09:40 FAA halts all flight operations at U.S. airports 	<ul style="list-style-type: none"> 09:47 First report of suspicious package (96 reports of suspicious packages and 92 bomb threats received during day)
Operational Command		<ul style="list-style-type: none"> 09:45 Command and Control Center at 1PP activated 	<ul style="list-style-type: none"> 10:19 Dispatcher advises new CP at Stuyvesant High School. Chief of Patrol and his XO arrive 10:25 Command post set up at 222 Broadway
Communications	<ul style="list-style-type: none"> Telephone system at 1PP begins to fail. Technicians drop phone lines from windows to link with nearby building 		
Personnel	<ul style="list-style-type: none"> 09:33 Mobilization point for Highway Units set on Chambers St. 	<ul style="list-style-type: none"> 09:37 Dispatcher orders Man/Brx units to respond to Park Pl/Church; Q/BK/SI to respond to South/Pike 	<ul style="list-style-type: none"> 09:53 Task Force CO orders all TFs to Vesey/West 10:12 All emergency vehicles ordered to pull back to Vesey/West 10:24 Dispatcher advises new MP at Park Row/City Hall
Logistics/ equipment			
Intelligence			<ul style="list-style-type: none"> 10:07 Aviation 6 warns that WTC1 collapse likely. Advises immediate evacuation 10:20 Aviation 14 states that WTC1 is leaning

CHRONOLOGY (4)

	10:29	11:15	12:00
Events	<ul style="list-style-type: none"> 10:29 WTC1 collapses 	<ul style="list-style-type: none"> 10:45 All federal buildings in Washington DC evacuated 	
Rescue	<ul style="list-style-type: none"> 10:30 Injured taken to west side harbor for evacuation 	<ul style="list-style-type: none"> ESU sets up command post at Stuyvesant High School and deploy teams to site 	<ul style="list-style-type: none"> 11:02 Mayor orders full evacuation of area below Canal 11:50 ESU establishes command post at Woolworth building
Transportation			
Site security			<ul style="list-style-type: none"> Outer perimeters established at Canal & Houston
Investigation			<ul style="list-style-type: none"> IAB begins compiling list of missing persons
Citywide security			
Operational command	<ul style="list-style-type: none"> CoD returns to 1PP 	<ul style="list-style-type: none"> Mayor and PC go to Houston St. firehouse 	<ul style="list-style-type: none"> FDC arrives at 1PP Command & Control Center 10:50 Command post set up at Liberty Street
Communications		<ul style="list-style-type: none"> 11:00 911 calls rerouted through backup emergency call network 	
Personnel		<ul style="list-style-type: none"> 10:43 ESU ordered to North Cove 	<ul style="list-style-type: none"> Move from 8-hour to 12-hour tours Pier 40 set up as staging area. 1,500+ MOS assemble by 12:00 Off-duty mobilization called by FDC
Logistics/ equipment			
Intelligence			

CHRONOLOGY (5)

	12:00	13:30	15:00
Events	<ul style="list-style-type: none"> 12:10 National Guard mobilized by Governor of New York 	<ul style="list-style-type: none"> Pentagon deploys 5 battleships and 2 aircraft carriers to patrol East coast 	<ul style="list-style-type: none"> 14:48 Mayor makes public announcement on state of NYC emergency response
Rescue	<ul style="list-style-type: none"> ESU establishes main command post at Stuyvesant High School 	<ul style="list-style-type: none"> 13:30 ESU begins to search rubble pile 	
Transportation	<ul style="list-style-type: none"> Subway reopened north of Canal at 12:00 to assist evacuation of lower Manhattan 		
Site security		<ul style="list-style-type: none"> MOS deployed from MPs to secure site perimeter. National Guard assists with patrols 	<ul style="list-style-type: none"> Site divided into sectors and patrol duties assigned to MOS
Investigation		<ul style="list-style-type: none"> 12:52 Temporary morgue set up at Pier 40 	<ul style="list-style-type: none"> Fresh Kills landfill designated as debris site
Citywide security		<ul style="list-style-type: none"> Sanitation trucks deployed to protect sensitive city locations 	
Operational command	<ul style="list-style-type: none"> Pier 40 established as main command post 	<ul style="list-style-type: none"> 13:30 ESU sets up forward command post at Trinity Place 	
Communications	<ul style="list-style-type: none"> 12:05 Verizon building at 140 West Street flooded 	<ul style="list-style-type: none"> 13:30 Communications Division switches to emergency control stations 	<ul style="list-style-type: none"> Military provides satellite phones Verizon provides portable cellular units
Personnel		<ul style="list-style-type: none"> ESU roll call finalized 	
Logistics/ equipment	<ul style="list-style-type: none"> Donated equipment begins arriving at site in large quantity 	<ul style="list-style-type: none"> ESU equipment cache established on Chambers and North End 	
Intelligence			

Source: NYPD transcripts; Operations log; McKinsey interviews; media reports

CHRONOLOGY (6)

	15:00	19:30	24:00
Events		<ul style="list-style-type: none"> • 17:21 WTC7 collapses 	
Rescue		<ul style="list-style-type: none"> • 19:02 Two trapped PAPD officers located 	<ul style="list-style-type: none"> • 1st PAPD officer is rescued. 2nd officer rescued at 07:00 next day
Transportation	<ul style="list-style-type: none"> • Check points set-up at all river crossings 		
Site security			
Investigation			
Citywide security		<ul style="list-style-type: none"> • 17:35 George Washington Bridge closed due to bomb threat 	
Operational command			
Communications		<ul style="list-style-type: none"> • 16:00 Verizon facility at 140 West Street fails due to flooding 	
Personnel	<ul style="list-style-type: none"> • Large numbers of MOS mobilized and ready at MPs 		
Logistics/ equipment	<ul style="list-style-type: none"> • Pumps brought in to control flooding at Verizon building 		
Intelligence		<ul style="list-style-type: none"> • 18:00 Executive briefing at 1PP with representatives from city agencies 	